



Policy Association for an Open Society



# Annual

Working to strengthen independent think-tanks

# Report

and the policymaking environment in Central

# 2006

and Eastern Europe and Central Asia

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PASOS Annual Report 2006

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# Think-tanks, Civil Society and Business Can Work Together to Spur Effective Policy Outcomes



One of the core functions of independent think-tanks is to serve as an impartial watchdog overseeing the policies and decision-making of government and public administration. But think-tanks have an important proactive role as well. Through their policy research and analysis, they can engage other partners in society in a dialogue designed to foster a richer debate before the next important policy decisions are taken. It is this advocacy role that enables a range of stakeholders in society to develop an informed understanding of the policy options that affect them in their daily life and daily business.

With 30 members and three associate members spanning 21 countries in Central and Eastern Europe and Central Asia, the PASOS network of independent policy centres provides policy advice to the region's decision-makers and international organisations on economic and social development, public administration reform, migration, cross-border co-operation, energy policy, security, human rights, health and education policy, and much more.

It is essential that not only governments, but also the private sector, the media and civil society organisations, all engage with think-tanks, so that they too can make informed choices backed up by sound research and analysis. This will support their own decision-making, and at the same time equip them better with facts and analysis when they make their voices heard to influence government decisions at the local and national level.

A dialogue between civil society, the private sector and government is crucial to ensure that policies are formulated with a full understanding of their outcomes and impact on society as a whole. This is as true in the new member-states of the European Union, as it is in the western Balkans, in the EU's eastern neighbours, and in Central Asia, where transition to a democracy and market economy governed by the rule of law is less advanced, or even stalled.

From public services to healthcare and employment legislation, from pension reform to taxation regimes, from the investment climate to shareholders' rights, the business community shares with civil society the right and responsibility to engage in public policy debates - to ensure that government is open to well-researched policy recommendations, and held accountable to ensure the fair and transparent implementation of policy decisions.

On 26 April 2007, PASOS brought together representatives of business, government and civil society for a debate in Prague to foster philanthropy in Europe's new democracies (*see back cover*), and we will continue to build on this common ground with the private sector, and to work to strengthen the policymaking environment to improve the quality of life in free, democratic societies, and to promote the transition to a democratic, open society around the world.

**Vita Terauda, Chair**

PASOS, the Policy Association for an Open Society, promotes and protects open society values, including democracy, the rule of law, good governance, respect for and protection of human rights, and economic and social development, by supporting independent policy centres.

# Sharing the Lessons of Transition to Secure Better Policies Throughout Europe and Central Asia



The PASOS network continues to grow, both in the breadth of its membership, and in the extent of its cross-border activities. In the past year, new members and associate members from Armenia, Azerbaijan, the Czech Republic, Croatia, Georgia and Kyrgyzstan have joined the network, which now covers 21 countries in Central and Eastern Europe and Central Asia.

In December 2006, PASOS launched an initiative to strengthen the policymaking environment in Kyrgyzstan, combined with advocacy efforts to extend European know-how to Central Asia in the field of higher education in public policy. The initiative has developed into 2007 with the formation of joint plans with the Hertie School of Governance, Berlin, the Central European University, Budapest, and the University of Central Asia. In addition, training sessions in policy writing, advocacy, and taxation policy and budgeting, have been conducted by experts from the PASOS network, building up the professional expertise of independent think-tanks and the Ministry of Finance in Kyrgyzstan, and opening channels of dialogue between think-tanks and key government ministries.

In 2006, the PASOS Secretariat embarked on a number of joint advocacy initiatives, for instance making the case against higher Schengen visa fees and for the extension of no-fees visa travel. A PASOS policy statement was delivered to a meeting of EU Justice and Home Affairs ministers, and Brussels media coverage included the *EU Observer* and the *European Voice*. Although higher visa fees were introduced, significant exemptions were agreed at the meeting on 27 April 2006.

The coalition of signatories on the Schengen visas initiative extended beyond the PASOS network, and the PASOS Secretariat strives to connect the PASOS members with other networks. PASOS is a member of the CIVICUS World Alliance for Citizen Participation, and the Central and Eastern European University Network (CEEUN). PASOS also serves as a member of the Advisory Board of the policy journal, *Europe's World*, and has joined the Advisory Group of the Donor Exchange, Information and Co-ordination Mechanism (DECIM), an initiative of the World Bank and the European Commission to enhance donor co-ordination in the region of Central and Eastern Europe and Central Asia.

In 2007-8, PASOS will continue to seek to influence key debates at the international level. Through a project to evaluate the democracy assistance policies and priorities of the Visegrad Four countries, PASOS will be making evidence-based policy recommendations to seek a new approach in EU members' policies towards supporting democratic players and human rights activists working to improve the quality of life in repressive regimes.

The wealth of experience of PASOS members in transition issues, including democratisation and public administration reform, will continue to drive our efforts to secure better policies throughout Europe and Central Asia.

A stylized, handwritten signature in black ink, appearing to read 'Jeff Lovitt'.

**Jeff Lovitt, Executive Director**

# Strengthening Cross-Border Policy Making

**A PASOS Policy Centres' conference, Istanbul, Turkey, 18-20 October 2006**



Policy centres from Central and Eastern Europe, the Caucasus, South-Eastern Europe, and Central Asia met with international policy experts, western European think-tanks, representatives of Open Society Institute, the World Bank, and the German Marshall Fund of the United States for an international policy centres' meeting, incorporating the PASOS Assembly.

The conference opened with a debate on *Turkey as a Foreign Policy Partner for the EU and Central Asia*, moderated by Jacek Kucharczyk, PASOS Board member and Director of Programming, Institute of Public Affairs, Poland. Panellists included Suat Kinikliloglu, Director, German Marshall Fund of the United States, Ankara, Turkey, Ozdem Sanberk, Member, Foreign Affairs Commission, Turkish Economic and Social Studies Foundation (TESEV), Murat Bilhan, Chairman, Foreign Policy Platform, University of Culture, Istanbul, Sergey Masaulov, Director of Programmes, Center for Public Policy, Kyrgyzstan, and Anton Artemyev, Director, Kazakhstan Revenue Watch.

The subsequent three-day PASOS conference included think-tank development workshops on *Marketing of Ideas and Advocacy Strategies*, with Fraser Cameron, Director, EU-Russia Centre, Eóin Young, LGI advocacy trainer, and Verena Knaus of the European Stability Initiative; and on *Building Partnerships with Donors*, with Professor Peg Hall, co-founder of Mode 2 Associates and professor in fundraising and communications, and Jan Pakulski, Civil Society Specialist at the World Bank.

A further workshop examined *Standards-setting in Policy Work and Policy Centres' Governance*, and project development meetings followed the formal PASOS Assembly, including election of the PASOS Board of Directors.



# Building Skills in Policy Analysis

## Training in policy-writing skills



PASOS is committed to supporting the professional development of independent think-tanks and in 2006, in conjunction with Eóin Young and Lisa Quinn, trainers of the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute, conducted a series of trainings in *Writing Effective Policy Papers to Influence Decision-Making*.

Two training sessions took place in 2006.

**21-22 September, Warsaw** - *Writing Effective Policy Papers to Influence Decision-Making* (English language) for participants from independent policy centres in Armenia, Azerbaijan, Georgia, Hungary, Kazakhstan, Macedonia, Poland, and Romania. The training was hosted by the PASOS member, the Institute of Public Affairs, Poland.

The training took place as part of a ToT (Training of Trainers) exercise conducted by the LGI trainers, as a result of which the LGI training team now includes four new accredited trainers:

**Lucian Ciolan**, a Senior Lecturer in Educational Policy and Educational Research at the Faculty of Psychology and Educational Sciences, University of Bucharest, Romania;

**Ashot Khurshudyan**, Head of the Training and Education Unit at the PASOS member, the International Center for Human Development in Yerevan, Armenia;





**Elena Klitsounova**, Programme Director at the Center for International and Regional Policy (CIRP), St.Petersburg, Russia;

**Katarina Staronova**, lecturer at the Institute of Public Policy, Comenius University, Bratislava, Slovakia.

Two of the trainers, Ashot Khurshudyan and Elena Klitsounova, work as Russian-language trainers, and conducted the following training session:

**22-23 October, Istanbul** - *Writing Effective Policy Papers to Influence Decision-Making* (Russian language) for participants from policy centres in Kazakhstan, Kyrgyzstan, Latvia, Lithuania, and Uzbekistan.



## How to become a PASOS member

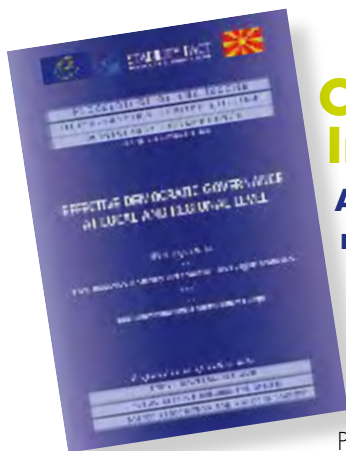
To be eligible for PASOS membership, an organisation should accept the PASOS mission and goals, share and promote open society values, and not be related to any political party or political movement. The organisation must have been in existence for at least two years and have established a credible reputation in public policy as determined by the Board of PASOS.

To apply, the applicant should submit to the Board (via the Executive Director):

1. An application supported by the written recommendation of at least two members (as listed at **[www.pasos.org](http://www.pasos.org)**), demonstrating the reputation and the credible track record in public policy of the applicant.
2. A copy of the applicant organisation's charter in the original language, and a translation into English of the Charter or a summary of the Charter.
3. The mission of the policy centre, and an account of its main areas of research and activities.

There is an annual membership fee of EUR 500, as determined by the founding General Assembly.

For more information, contact PASOS Executive Director Jeff Lovitt at **[jefflovitt@pasos.org](mailto:jefflovitt@pasos.org)**



# Cross-Border Policy Initiatives

**A selection of joint projects by PASOS members in 2006**

## **Evaluation of Progress on Commitments to Local Government Reform in South East Europe**

*Lead partner:* PASOS Secretariat

*PASOS partners:* Institute for Contemporary Studies, Albania, Center for Economic Development, Bulgaria, Center for Research and Policy Making, Macedonia, Institute for Development and Social Initiatives (IDIS) "Viitorul", Moldova, Institute for Public Policy, Romania

*Other partners:* Center for Policy Studies, Bosnia-and-Herzegovina, Institute for Public Finance, Croatia, Union of Municipalities, Montenegro, Public Administration and Local Government Center, Serbia

*Publication:* *Effective Democratic Governance at Local and Regional Level - Proceedings of the Second South-Eastern Europe Regional Ministerial Conference*

The project, conducted under the auspices of the Stability Pact for South Eastern Europe and the Council of Europe, set out to analyse and evaluate progress made in implementing local government reform programmes in South-East Europe. Local research teams critically assessed the commitments made by national authorities in the areas of fiscal decentralisation and local government reform. The research results were presented to the Stability Pact and the Council of Europe at a conference of the region's ministers responsible for local government, held in Skopje, Macedonia, in November 2006. The reports serve as tools to encourage the ministers to continue and accelerate the reform process, and to adhere to and, in some cases, modify the National Work Programmes adopted at the earlier ministerial meeting in Zagreb, Croatia, in 2004.

The project was funded by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute.

## **Support to Promotion of Reciprocal Understanding of Relations and Dialogue between the European Union and the Western Balkans**

*Lead partner:* European Institute, Bulgaria

*PASOS partner:* Institute for Contemporary Studies, Albania

Research was undertaken into two areas: (a) Albanian points of view on the European perspectives of the Balkans; (b) Visa policies in Albania. Subsequently, on 15 December 2006, roundtable discussions were held on the research findings at a conference, "European Perspective of the Western Balkans", held in Tirana, Albania.

The project was supported by the European Commission.



## Save Public Assets

**Lead partner:** Centre for Public Policy PROVIDUS, Latvia

**PASOS partners:** EUROPEUM Institute for European Policy, Czech Republic, Institute of Public Affairs, Poland

**Other partners:** Transparency International Lithuania, researcher in Hungary

**Contact:** Lolita Cigane, lolita@providus.lv

The project, conducted from June 2006 until March 2007, examined the propensity of various aspects of policymaking in the new EU member-states to present opportunities for corruption in the allocation of EU structural funds. The researchers examined the project selection criteria, issues around the publicising of information about recipients of the funds, and the rights of applicants to appeal and raise complaints. To tackle the funds' susceptibility to corruption, the project developed a systematic assessment of the initial phase of structural funds allocation in the new member-states. Partners identified corruption risks, conducted six-month monitoring, prepared recommendations, and carried out advocacy campaigns. Country case studies were compiled and incorporated into a final report that will serve as a manual for NGOs in other states interested in undertaking similar efforts. PROVIDUS also organised discussions about the next EU funds programming period (2007-2013).

The project outputs include guidelines for an anti-corruption strategy in structural funds management on the national level, and EU-wide policy recommendations for reducing the risk of corruption.

This project was co-financed by the European Commission.

## Strategic Overview of Armed Violence Data Collection and Analysis Mechanisms (South Eastern Europe)

**Lead partner:** Jefferson Institute, Serbia

**PASOS partner:** iDEMO Institute for Democracy, Croatia

**Contact:** Aaron Presnall, apresnall@jeffersoninst.org

There is a growing recognition that armed violence should not be addressed solely through conventional law enforcement approaches. Violence prevention can be specifically addressed through targeted development assistance, human-centred security sector initiatives (such as community-based policing), local peace-building and conflict management, access to basic entitlements, and a range of other interventions. Despite relatively developed governmental structures in South Eastern Europe, due to the lack of data collection and analysis mechanisms, successive research projects have revealed there to be very few reliable and comparable indications of the level of armed violence within the region's countries and territories. This report offers an insight into current data-gathering practices, and analyses the practicalities of improving the availability of operationally useful information, with reference to international best practices in this field.

The project was funded by UNDP-SEESAC (United Nations Development Programme - South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons).



## Analysing and Debating the Future of EU Enlargement - Enlargement Roadshows in the Czech Republic, Latvia and Poland

**Lead partner:** EUROPEUM Institute for European Policy, Czech Republic

**PASOS partners:** Centre for Public Policy PROVIDUS, Latvia, Center for Research and Policy Making, Macedonia, Institute of Public Affairs, Poland, International Centre for Policy Studies, Ukraine

**Other partner:** Centre for Economics and Foreign Policy Studies (EDAM), Turkey

**Publications:** *Bulgaria, Romania, and Who Next? Perspectives of Further EU Enlargement as seen from the New Member States and EU Hopefuls*, EUROPEUM Institute for European Policy; *The Future of EU Enlargement: On Track or Derailed? Debates in New Member States, Candidates and Neighbours*, Centre for Public Policy PROVIDUS

**Contact:** David Král, [dkral@europeum.org](mailto:dkral@europeum.org)

This project set out between March 2006 and February 2007 to raise the profile of policy debate on the implications and challenges of further EU enlargement in three new member-states of the EU – the Czech Republic, Poland and Latvia. It stimulated debate by organising roundtables and conferences in these countries, raised the profile of the issue in the major national media, and raised the awareness of the issue among key policymakers in the respective states. The roadshow in each new member-state focused on examining the enlargement policy towards one particular candidate or potential candidate country in the following pairs: Czech Republic-Ukraine, Poland-Macedonia (and Western Balkans generally), and Latvia-Turkey.

The project was funded by the European Integration Subprogramme of the Open Society Institute's East-East Partnership Beyond Borders Programme, and the Konrad Adenauer Foundation, Prague.

### Linking Latvia to Turkey

**Lead partner:** Centre for Public Policy PROVIDUS, Latvia

**Other partner:** Centre for Economic and Foreign Policy Studies (EDAM), Turkey

Through the PASOS Policy Centres Development Fund, supported by LGI, PASOS was able to fund the costs of meetings in Riga and Istanbul between the Centre for Public Policy PROVIDUS, Latvia, and the Centre for Economic and Foreign Policy Studies (EDAM), Turkey, as part of the project "Analysing and Debating the Future of EU Enlargement – Enlargement Roadshow in the Czech Republic, Poland and Latvia".

EDAM and PROVIDUS examined possibilities for future co-operation in the field of EU accession, drawing on the experience of Latvia as a new EU member-state in the Turkish accession negotiations and accompanying public debate in Turkey.

### European Prospects of Ukraine and Turkey

**Lead partner:** Institute of Public Affairs, Poland

**PASOS partners:** Centre for Policy Studies at the Central European University, Hungary,

EUROPEUM Institute for European Policy, Czech Republic, Peace Institute, Slovenia

**Publications:** *Accession Prospects for Turkey and Ukraine. Debates in New Member States; Turkey and Ukraine: Wanted or Not? Central European Reflections of Their EU Membership Perspectives*

**Contact:** Justyna Frelak, justyna.frelak@isp.org.pl

The project, undertaken from April 2005 - April 2006, analysed and compared the debates in four new EU member-states on the EU accession prospects of Ukraine and Turkey. After the preparation of initial analyses and a series of roundtables, conferences were held in Warsaw and Brussels. The project was funded by LGI.

### **Improving the Procedure of Immigration Policy Implementation in Ukraine. The EU Experience in Executing Readmission Agreements**

**Lead partner:** Institute of Public Affairs, Poland

**PASOS partner:** International Centre for Policy Studies, Ukraine

**Publications:** *Recommendations on the Implementation of the Negotiated Agreement on Re-admission (white and green book) Based on the Polish Experience*

The aim of this project was to improve migration management in Ukraine via dissemination of knowledge and experience regarding readmission agreements. The project, from September 2005 - September 2006, involved a series of seminars in Poland and Ukraine, an international conference, a training seminar/study visit for Ukrainian officials in Poland, and visits to deportation centres. The project was funded by the British Embassy in Kiev, LGI, and the Stefan Batory Foundation, Poland.

### **Model for Public Oversight of Healthcare Spending**

**Lead partner:** International Centre for Policy Studies, Ukraine

**PASOS partners:** International Centre for European Culture Euro Balkan Institute, Macedonia, Public Policy Research Center, Kazakhstan

**Publication:** *Budget Oversight Model*

**Contact:** Oksana Remiga, oremiga@icps.kiev.ua

This project set out to enhance public awareness and participation at the local level by developing effective mechanisms of public oversight of healthcare spending for use in South-Eastern Europe, Central and Eastern Europe, and Central Asia. Outputs included a practical, sub-national budget oversight model that includes: (a) requirements of legislative and institutional framework, (b) requirements for information dissemination, and (c) examples of independent analysis of budget spending on healthcare. The project was funded by LGI.

### **Study Programme for Young Russian Public Policy Analysts**

**Lead partner:** Institute of Public Affairs, Poland

**PASOS partner:** Strategia - St. Petersburg Center for Humanities and Political Studies, Russia

This project aimed to enhance the analytical skills of future Russian opinion-leaders, and to disseminate knowledge about the changes in Poland after 1989. The project involved a series of training seminars and study visits in Poland from February to October 2006. The project was funded by the National Endowment for Democracy.

## **Study Programme for Moldovan Public Policy Analysts**

*Lead partner:* Institute of Public Affairs, Poland

*PASOS partner:* Institute for Public Policy, Moldova

This project involved the organisation from September to December 2006 of a series of seminars and study visits to Poland for Moldovan public policy analysts, followed up by a seminar in Moldova. It aimed to enhance the analytical skills of future Moldovan opinion-leaders and disseminate knowledge about the changes in Poland after 1989. This project was funded by the Polish Ministry of Foreign Affairs.

## **Sharing Experience of NGOs and Journalists as Important Stakeholders in the EU Accession Process**

*Lead partner:* EUROPEUM Institute for European Policy, Czech Republic

*PASOS partner:* Center for Research and Policy Making, Macedonia

*Contact:* Vladimír Bartovic, vbartovic@europeum.org

This pilot project was designed to transfer to the countries of the Western Balkans know-how generated during the EU accession process of the Czech Republic. In the first stage, the project focused on two different target groups of civil society: representatives of NGOs (think-tanks), and journalists. This first stage was conducted with Macedonia from June-December 2006. Plans are underway to launch the project in other countries in the Western Balkans, initially with those most advanced in the process of accession to the EU.

The project was funded by the European Integration Subprogramme of the Open Society Institute's East-East Partnership Beyond Borders Programme.

## **Friendly EU Border**

*Lead partner:* Stefan Batory Foundation, Poland

*PASOS partners:* Association for International Affairs (AMO), Czech Republic, Institute for Public Policy, Moldova

*Other partners:* Centre for Peace, Conversion and Foreign Policy of Ukraine, Ukraine, Centre for Social Innovations, Belarus, Collegium Civitas, Poland, Helsinki Foundation for Human Rights, Poland, Moscow Bureau for Human Rights, Russia

*Publication:* *Visa Policies of the European Union Member States - Monitoring Report*

*Contact:* Grzegorz Gromadzki, ggromadzki@batory.org.pl

This module evaluated the visa policies and the consular practices of eight EU countries - Belgium, Czech Republic, Finland, France, Germany, Great Britain, Lithuania and Poland - in four countries of Eastern Europe: Belarus, Ukraine, Russia and Moldova. The monitoring comprised in-depth interviews with 1,300 people requesting visas at 31 consulates in Chisinau, Kiev, Minsk and Moscow, conducted in November-December 2005. Analysis of the interviews and information on EU visa policies were presented in the resulting publication, along with a policy paper including recommendations by experts, lawyers and human-rights activists on the most desirable, friendly and consistent model of EU visa policy.

The project was funded by the Open Society Institute's East-East Partnership Beyond Borders Programme.

## A selection of initiatives planned in 2007-8

### **The New EU Members' Contribution to Shaping and Implementing the Eastern Policy of the EU**

*Lead partner:* Prague Security Studies Institute (PSSI), Czech Republic

*PASOS partners:* Association for International Affairs (AMO), Czech Republic, EUROPEUM Institute for European Policy, Czech Republic

This project aims to analyse during 2007-8 the role of the new EU member-states in shaping the policy of the EU towards its Eastern Neighbourhood. The research team will analyse the interests of the Czech Republic, Poland, Hungary and Slovakia (in 2007), then Estonia, Lithuania, Latvia, Romania and Bulgaria (in 2008), as well as the institutional framework of EU relations towards target countries (Belarus, Ukraine, Moldova, Russia and Georgia).

This project is funded by the Ministry of Foreign Affairs, Czech Republic.

### **Strengthening the Policymaking Environment in Kyrgyzstan**

*Lead partner:* PASOS Secretariat

*PASOS partners:* International Centre for Policy Studies, Ukraine, International Center for Human Development, Armenia, Strategia - St. Petersburg Center for Humanities and Political Studies, Russia

*Other partners:* Soros Foundation Kyrgyzstan

This project sets out to increase the policymaking skills of independent policy centres and policy-makers in the public administration in Kyrgyzstan through joint training exercises and through fostering mutual dialogue between independent think-tanks and government policy units. Training will be conducted in writing policy papers, in advocacy, and in budget processes by experienced policy professionals from the PASOS network and partners.

This project is funded by LGI.

### **Standards-setting in the Governance and Policy Work of Independent Think-Tanks**

*Lead partner:* PASOS Secretariat

This project sets out to create agreed standards and best practice in both the governance of independent policy centres, and in the quality of their policy outputs (including research methods, peer review procedures, and branding). Current practice will be assessed through a survey of PASOS members, and a core working group will be established to examine current practice, and to develop best practice in the work of policy centres.

This project is funded by LGI.

## **Evaluation of Democracy Assistance Policies and Priorities of the Visegrad Four countries in Belarus, Bosnia-and-Herzegovina, Cuba, and Ukraine**

*Lead partner:* PASOS Secretariat

*PASOS partners:* EUROPEUM Institute for European Policy, Czech Republic, Center for Policy Studies at the Central European University, Hungary, Institute of Public Affairs, Poland, Institute for Public Affairs, Slovakia

PASOS is conducting a democracy assistance evaluation project in Belarus, Bosnia-and-Herzegovina, Cuba and Ukraine with a view to making a series of recommendations to the foreign ministries and civil society organisations in the Visegrad Four countries (Czech Republic, Hungary, Poland, and Slovakia) to improve the impact of policies in the area of democracy assistance and supporting democratic movements. The project will include the evaluation of a series of case studies in the four target countries, followed by roundtables in the Visegrad countries with a view to improve the way support is targeted and to raise awareness in the target countries and Visegrad Four countries of the need to strengthen civil society and human rights organisations. A critical evaluation will be conducted by PASOS experts to analyse how Visegrad countries, and the EU as a whole, support democracy and respect to human rights in other countries.

This project is supported by the International Visegrad Fund, the Open Society Institute Think-Tank Fund, and LGI.

## **The Challenge of the EU Development Co-operation Policy for New Member-States**

*Lead partner:* PASOS Secretariat

*PASOS partners:* European Institute, Bulgaria, EUROPEUM Institute for European Policy, Czech Republic, PRAXIS Center for Policy Studies, Estonia, Center for Policy Studies at the Central European University, Hungary, Centre for Public Policy PROVIDUS, Latvia, Institute of Public Affairs, Poland, Institute for Public Policy, Romania, Institute for Public Affairs, Slovakia

*Other partners:* Institute of International Relations and Political Science, Vilnius University, Lithuania, SLOGA Slovenian NGDO platform, Slovenia

The goal of the study is to draw attention to how 10 new EU member-states incorporate the requirements of European Development Co-operation Policy into their national legislations, and to how they contribute to this policy. The output will be a briefing paper, submitted to the European Parliament Committee on Development.

This project is funded by the European Parliament.



# Investing in Transition to Make “Open Society” Work

**A network committed to strengthen the professional skills of independent think-tanks, to enhance cross-border communications and public policy initiatives, and to foster joint advocacy efforts**

PASOS works with independent policy centres to foster sustainable social and economic development, good governance, and the rule of law, and in more closed societies to prepare policy centres and prospective policymakers for the day when society does become more open - socially, economically and politically.

There is a rich variety of expertise in the think-tanks of Central and Eastern Europe, in particular in the process of transition towards democracy and a market economy governed by the rule of law. The experience of the new member-states of the European Union is especially invaluable to extend the lessons of transition to the think-tank community in countries at an earlier stage of transition, for instance in Central Asia.

## Skills development, and think-tanks' standards-setting

Many independent think-tanks continue to need assistance to develop their internal capacities and sustainability. PASOS, supported by the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute, actively seeks to match the training expertise of experienced think-tanks with the training needs of less established think-tanks in these areas:

- research methods and policy writing
- project management, project evaluation, and financial management
- advocacy
- mentoring, fellowships, and twinning
- institutional strengthening.

## Supporting think-tank communications and project development

The PASOS Secretariat supports the work of the PASOS Board and the integrity of the network, and facilitates communications between independent think-tanks through a range of activities:

- seminars and conferences, including an annual PASOS international think-tanks' conference
- project development meetings
- setting standards in policy work, and in think-tanks' governance
- PASOS Exchange, a password-protected website for members of the PASOS network.



PASOS Exchange provides a space for PASOS members to share ideas and project proposals, and to develop projects together. The site includes an electronic newsletter that draws grant opportunities and important developments to the attention of its members, and seeks to bring partners together on potential projects of importance in the public policy arena.

## Advocacy and international policy initiatives

By combining major conferences with public statements and joint policy initiatives, PASOS makes a concerted effort to achieve policy impact in building open society values, in particular democracy, human rights and good governance, and to contribute to international policy dialogue on key issues.

In 2006, the PASOS Secretariat co-ordinated a number of policy statements targeted at decision-makers at both the national and international level.

In April 2006, PASOS issued a statement delivered to a meeting of EU Justice and Home Affairs ministers ahead of their deliberations on a proposed rise in the price of Schengen visa fees. Making the case for a rejection of higher visa fees and for the extension of no-fees visa travel, PASOS co-ordinated a coalition of signatories, including non-PASOS members, behind its initiative, and Brussels media coverage included the *EU Observer* and the *European Voice*. PASOS argued that higher visa fees “would make no difference to human trafficking and cross-border criminal activity, but would hit hard ordinary citizens on average incomes in the Western Balkans, and in Ukraine, Georgia and Moldova, countries that the European Neighbourhood Policy explicitly seeks to engage in closer co-operation”. Although higher visa fees were introduced, significant exemptions were agreed at the meeting on 27 April 2006.

Ahead of the G8 summit held in St Petersburg in July 2006 during Russia’s G8 presidency, a PASOS statement was issued on the need to “remove restrictions on, and improve the implementation of, the freedom of association of civil society groups and political parties, ensure the access of a plurality of political perspectives to national electronic media, and foster an open democratic society in Russia today”.

PASOS prepared a strategy paper for the Donor Exchange Co-ordination and Information Mechanism (DECIM), an initiative of the European Commission and the World Bank. The paper, *Increasing Donor Effectiveness and Co-ordination in Supporting Think-tanks and Public Advocacy NGOS in the New Member States of the EU, Western Balkans, the CIS and Turkey*, was presented at the 3rd Roundtable of Public and Private Donor Agencies Supporting Civil Society Development, held in Trento, Italy, on 17 November 2006. PASOS subsequently joined a DECIM Advisory Group to enhance donor co-ordination in the region.

In December 2006, PASOS launched an initiative to extend European know-how to Central Asia in the field of higher education in public policy. The initiative, which has been joined by the Hertie School of Governance, Berlin, the Central European University, Budapest, and the University of Central Asia, Bishkek, aims to secure the training of future faculty who will be able to teach public policy in their own countries in Central Asia. The four partners are seeking to increase the number of Central Asian students on Masters of Public Policy courses in Berlin and Budapest, and to seek long-term co-operation between European policy schools and the University of Central Asia and its campuses across Central Asia.

In 2007-8, PASOS will be working to influence key debates at the international level, in particular to improve the quality of EU member-states’ policies towards supporting civil society groups working for democracy and human rights in authoritarian regimes.

On 1-3 November 2007, PASOS will combine its statutory General Assembly and annual international think-tanks’ conference in Berlin, Germany, with a public conference, *Common Foreign Policy Priorities towards an Open Society - Can Strategic Thinking Provide New Impetus towards Democratic Reform and Stability in the EU’s Eastern Neighbours?*

## Financial Report

In 2006, the PASOS Secretariat received three grants (in total € 236,016) from the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute:

- core support to the PASOS Secretariat
- grant for the **PASOS Policy Centres Development Fund**, including *Strengthening Cross-Border Policy-Making*, the annual PASOS think-tanks' conference held in Istanbul, Turkey, on 18-20 October 2006, joint policy centres' project meeting, *Linking Latvia to Turkey*, and training sessions, held in Istanbul and Warsaw, on *Writing Effective Policy Papers to Influence Decision-Making*
- grant for the project, *Evaluation of Progress on Commitments to Local Government Reform in South-East Europe*.

An additional € 11,998 of funding in 2006 came through PASOS annual membership fees (€ 500 per member).

The financial report for 2006 indicates that PASOS incurred total expenditures in 2006 of € 237,915 (2005: € 159,304), against total income of € 248,014 (€ 171,591), with cumulative reserves on 31 December 2006 of € 20,139 (€ 12,288). The year-end 2006 figures have been adjusted in line with the Czech National Bank exchange rates on 31 December 2006.

The full auditor's report for 2006, and the reports for each preceding year of financial activity, are available at **www.pasos.org**. For information on the funding of PASOS members, see their websites (*listed on pages 24-26*).

In 2007, the core operations of the PASOS Secretariat are supported by a € 117,187 grant from LGI. Additional funding in 2007 includes a grant of € 58,594 from LGI for the *PASOS Assembly 2007/Skills and Training Fund*, a grant of € 46,875 from LGI for the project, *Strengthening the Policymaking Process in Kyrgyzstan*, € 78,100 from LGI for the project, *Innovative Policy Centres' Projects and Developing Standards in Policy Centres' Governance*, € 49,350 from the International Visegrad Fund for the project, *Evaluation of Democracy Assistance Policies and Priorities of the Visegrad Four countries*, and €13,500 in the form of annual membership fees.

PASOS extends its appreciation to its financial supporters for their commitment to supporting cross-border policy initiatives, and to strengthening the professional capacity of independent policy centres in Central and Eastern Europe and Central Asia.

If you would like to find out more about supporting PASOS, please contact PASOS Executive Director Jeff Lovitt at **jefflovitt@pasos.org**

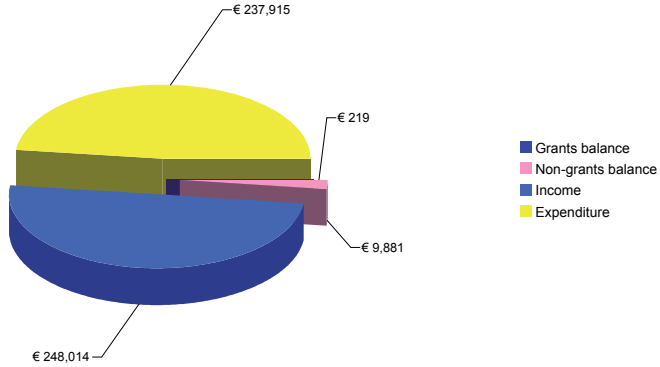


OPEN SOCIETY INSTITUTE



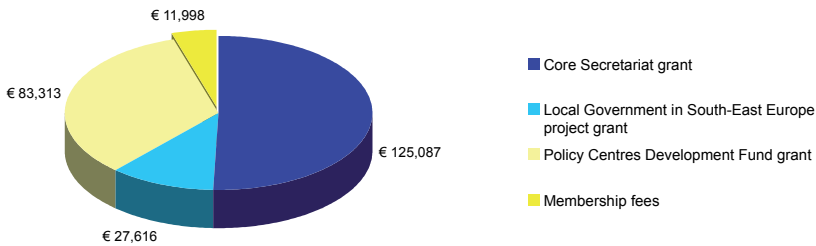
Local Government  
and Public Service  
Reform Initiative

## Income and Expenditure, 2006



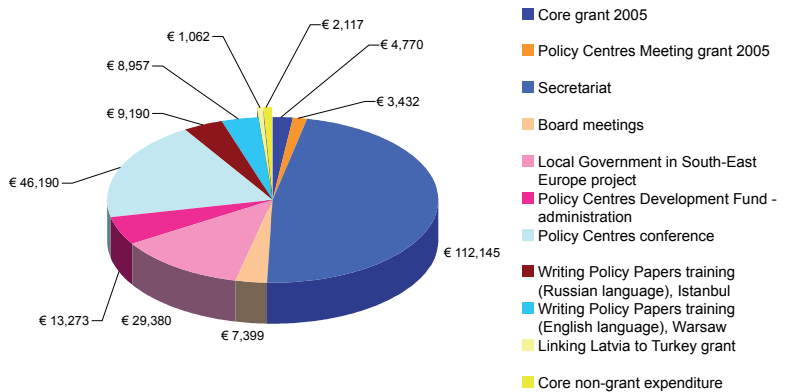
## Income, 2006

Total: € 248,014

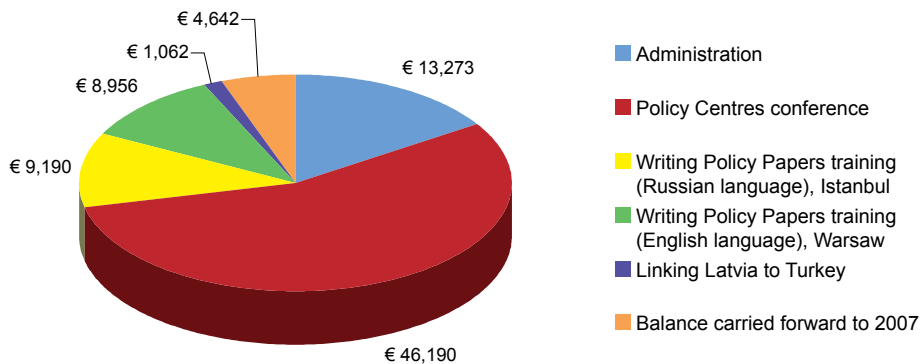


## Expenditure, 2006

Total: € 237,915



## Policy Centres Development Fund, Expenditure 2006



BALANCE SHEET		
	2005	2006
<b>ASSETS</b>		
Intangible fixed assets	€ 0	€ 0
Tangible fixed assets	€ 0	€ 0
Long-term financial assets	€ 0	€ 0
Accumulated depreciation of fixed assets	€ 0	€ 0
<b>FIXED ASSETS</b>	<b>€ 0</b>	<b>€ 0</b>
Inventory	€ 0	€ 0
Receivables	€ 3,188	€ 636
Short-term financial assets	€ 21,343	€ 33,728
Temporary assets	€ 2,576	€ 1,877
<b>CURRENT ASSETS</b>	<b>€ 27,107</b>	<b>€ 36,241</b>
<b>TOTAL ASSETS</b>	<b>€ 27,107</b>	<b>€ 36,241</b>
<b>LIABILITIES</b>		
Equity	€ 0	€ 0
Surplus reserves	€ 12,288	€ 20,139
Long-term liabilities	€ 0	€ 0
Short-term liabilities	€ 9,674	€ 13,383
Temporary liabilities	€ 5,145	€ 2,719
<b>TOTAL LIABILITIES</b>	<b>€ 27,107</b>	<b>€ 36,241</b>

## INDEPENDENT AUDITOR'S REPORT

Sdružení pro podporu  
otevřené společnosti – PASOS  
Prokopova 197/9  
Praha 3  
IČ 26675404

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Sdružení pro podporu otevřené společnosti – PASOS, which comprise the balance sheet as of 31 December 2006, and the income statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### **Statutory Body's Responsibility for the Financial Statements**

The Statutory Body of Sdružení pro podporu otevřené společnosti – PASOS is responsible for the preparation and fair presentation of these financial statements in accordance with Czech accounting regulations. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Act on Auditors and International Standards on Auditing and the related application guidelines issued by the Chamber of Auditors of the Czech Republic. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial



statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.


We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements give a true and fair view of the financial position of Sdružení pro podporu otevřené společnosti – PASOS as of 31 December 2006, and of its financial performance for the year then ended in accordance with Czech accounting regulations.

Liberec, 15 June 2007



  
**ADAMEC AUDIT s.r.o.**  
 Licence of the Czech Republic's  
 Chamber of Auditors number 342  
**Mr. Jaromír Adamec**  
 Auditor – licence number 1719

# Secretariat



**Jeff Lovitt**  
**Executive Director**

Jeff Lovitt was Director of Communications at the Berlin-based international secretariat of Transparency International, the global anti-corruption NGO, from November 2000 until leaving to become the first Executive Director of the PASOS Secretariat upon its establishment in Prague in March 2005. From 1999-2000, he worked as an editor and media consultant in Prague and Bratislava for international companies, including Commerzbank Capital Markets Central Europe, and NGOs, including Forum 2000, the foundation of then Czech President Václav Havel. From 1995-1998, he was Central Europe correspondent for *The European* newspaper. From 1987-1995, he worked as an editor and journalist in London for *The European*, the *Sunday Times*, *New Statesman* and other publications. He has also reported for the *Financial Times*, and written as an op-ed contributor for the *International Herald Tribune*. From 1991-93, he was Reviews Editor of the British political weekly *Tribune*.



**Petr Jan Pajas**  
**Programme Manager**

Petr Jan Pajas retired from the post of Vice-President (Administration) of the Anglo-American College in Prague after holding the post from 2002-2005. Originally a physicist and mathematician, he was forced to work as a transportation system analyst from 1972-1989. After November 1989, he became known as a leading NGO spokesman and as an expert on the NGO legal environment. Since 1992, he has worked in co-operation with ICNL - International Center for Non-Profit Law (USA) - and as co-founder and Executive Manager of a consulting company advising NGOs. From 1995-2000 he was Deputy Director of the Center for Democracy and Free Enterprise in Prague. Before, he held several senior NGO roles, including as Executive Director of the Czechoslovak Charta 77 Foundation during 1989-1992, as Executive Director for the Office for Establishing the Central European University in Prague during 1991-1993, and as Executive Director of the Institute of Municipal Informatics of Prague during 1993-1995. Affiliated with EUROPEUM, the PASOS member in the Czech Republic, he is also the author and editor of a number of books on the European Union, and is a trainer on EU affairs.



**Eva Rybková**  
**Events Manager**

Eva Rybková is a communications professional and journalist who has worked on a wide range of international NGO projects, primarily focused on journalism training and media policy. In 1996 she was Project Co-ordinator of the Open Society Institute Regional Media Programme, overseeing a continuing education project for directors of OSI regional media programmes from Central and Eastern Europe and the CIS. She has also worked for OSI EUMAP (the Open Society Institute's EU Monitoring and Advocacy Programme), and in 2006 was author of the Czech Republic country report for the EUMAP publication, *TV Across Europe: Regulation, Policy and Independence*. Eva has worked as a project manager and trainer for Transitions Online, where she managed the Diversity Reporting Project. She has also worked in a variety of events management roles, and as a journalist and producer for Czech and international media, including ABC News, Associated Press Television News, TV Nova, BBC World Service, and Czech Radio.

## Board of Directors



**Vita Terauda**

**Chair**

**Centre for Public Policy PROVIDUS, Riga, Latvia**

Vita Terauda is Director of Centre for Public Policy PROVIDUS in Riga, Latvia. She is the former Executive Director of the Soros Foundation-Latvia. Prior to joining the Soros Foundation in 1996, she was Minister of State Reform with responsibility for launching the reform of Latvia's public administration and local government affairs. She has also served in the Ministry of Foreign Affairs. A founding member of Delna (the national chapter of Transparency International in Latvia), she serves as Chair of the board of the World Wildlife Fund Latvia.



**Jacek Kucharczyk**

**Deputy Chair**

**Institute of Public Affairs, Warsaw, Poland**

Dr Jacek Kucharczyk is Director for Programming at the Institute of Public Affairs, one of Poland's leading think-tanks. He received a PhD in Sociology in 1999 at the Institute of Philosophy and Sociology of the Polish Academy of Sciences. In 1994-1995, he was a fellow at the Graduate Faculty of the New School for Social Research in New York. He earlier studied at the University of Kent at Canterbury (MA in Philosophy in 1992) and Warsaw University (MA in English Studies). Dr Kucharczyk is the author and editor of numerous policy briefs, articles, reports and books on Poland's domestic and foreign policy, governance issues, public opinion, EU integration, and transatlantic relations. His publications include *Bridges Across the Atlantic? Attitudes of Poles, Czechs and Slovaks towards the United States*, *Citizens of Europe. European Integration in Polish Public Life, and Learning from the Experience of West European Think-tanks: A Study in Think-tank Management*. He is a frequent commentator on current domestic and European affairs and political developments for Polish and international print and electronic media.



**Adrian Ionescu**

**Local Government and Public Service Reform Initiative (LGI),  
Open Society Institute**

Adrian Ionescu is Programme Director of LGI. He is responsible for the "Sub-national Governmental Finance, Fiscal Decentralisation and Budgeting programme", which generates and disseminates knowledge and best practices in Central and Eastern Europe and the CIS. He is a member of various steering groups and committees, including LOGIN, FDI, LGID and the working group on local democracy for the Stability Pact region. Before joining LGI, he worked as a Project Manager for the Soros Foundation, and previously as a Research Officer for the Ministry of Public Works and Regional Planning in Romania. He holds a certificate from Harvard University, an MBA from Université du Québec à Montreal, and an MSc in Engineering from the Polytechnic University of Bucharest.



**Darina Kadunkova**

**European Institute, Sofia, Bulgaria**

Darina Ch. Kadunkova has a master's degree in Law Studies (1993-1997) and a BA in Information and Library Management (1991-1993). She attended the Board Source International Fellowship on non-profit governance (1998) and graduated in the international fundraising course of the Fundraising School at Indiana University (1999). She was trained in EU financial instruments and procedures at

the European Centre for Public Affairs in Brussels (2003). Currently, she is Deputy Development Director at the European Institute, Sofia. Previously, she held the position of NGOs Development Consultant at the Open Society Foundation-Sofia (OSF) Information Centre (1993-1998), where she was responsible for the provision of consultancy to OSF grantees and clients in various facets of non-profit management. Later, she served as an OSF Senior Programme Officer (1998-2000), and as Programme Director at CEGA (Creating Effective Grassroots Initiatives) Foundation (2000-2001). She has participated in various international initiatives related to European integration, and partnership and network development. She has considerable experience in providing consultancy to local, national and international NGOs in the fields of organisational development and institutional strengthening. Since 2001, she has been a selector of Bulgarian fellows for the German Marshall Memorial Fellowship Programme.



### **David Král**

#### **EUROPEUM Institute for European Policy, Prague, Czech Republic**

David Král is Director of EUROPEUM Institute for European Policy in Prague, Czech Republic. He heads EUROPEUM's programme on EU policy. He lectures at the University of Public Administration and International Relations in Prague, and previously lectured at Charles University - Faculty of Social Sciences. He is a certified trainer in EU modules for public administration. A graduate of the law faculty of Charles University, he was co-ordinator of the Tempus programme for EU policy. His main areas of expertise are: EU reform and the EU Constitutional Treaty, EU enlargement, EU external relations, Common Foreign and Security Policy, and EU policy on Freedom, Security and Justice. David speaks English, French and Italian.



### **Cholpon Nogoibaeva**

#### **Soros Foundation Kyrgyzstan**

Cholpon Nogoibaeva is Programme Director of the Soros Foundation Kyrgyzstan in Bishkek, Kyrgyz Republic, where she leads the Public Administration, Economic Reform, Information and Education programmes, which develop proposals for reforms in the Kyrgyz Republic. Cholpon has authored numerous articles and reports on economic and business development, public administration, and education reforms. She is responsible for liaising with local experts and editors for policy papers and handbooks published by the Soros Foundation Kyrgyzstan. Before joining the Open Society Institute network, Cholpon was a co-founder of the Association of Independent Experts and Trainers of Kyrgyzstan and the Association of Young Researchers. She lectured at Bishkek Humanitarian University (Faculty of Social Sciences) and at the Kyrgyz Pedagogical University (Faculty of Social and Economic Sciences). Cholpon is a certified trainer in strategic planning, project monitoring and evaluation, institution-building, and programme and project management. Her main areas of professional expertise are: development of reform processes, public service and transparency, local government development, and economic and business development.



### **George Tarkhan-Mouravi**

#### **Institute for Policy Studies, Tbilisi, Georgia**

George Tarkhan-Mouravi, co-director of the Institute for Policy Studies (IPS) in Tbilisi, Georgia, specialises in social and political analysis, Caucasian politics, democratic transition, development and poverty studies. He was involved in developing the civic sector in Georgia, having initiated and/or headed a number of NGOs. He has served as National Co-ordinator for the UNDP Human Development Report for Georgia, Yearbooks of 1995, 1996, 1997 and 2003-2004, and as co-author of the national Economic Development and Poverty Reduction Programmes of the Georgian Government.

## PASOS Members

### A network of independent think-tanks in Central and Eastern Europe and Central Asia

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Policy Association for an Open Society

# A network of policy centres in Central and Eastern Europe and Central Asia

## Fostering Philanthropy in Europe's New Democracies

A PASOS conference, held in Prague, Czech Republic, on 26 April 2007 in conjunction with Radio Free Europe/Radio Liberty, set out to engage with business leaders and new EU member-states in strengthening business and government dialogue about good governance, open society and the rule of law, both at home and in neighbouring countries.

Panellists included George Soros, Chairman and Founder, Open Society Institute, Zdeněk Bakala, Chairman, RPG Industries, Czech Republic, and Vita Terauda, Chair, PASOS



*"The activities of think-tanks benefit not only society but also the financial giver, who is exposed to information needs, and they help public discourse."*  
George Soros



*"PASOS and such forums can play a vital role in helping philanthropy to come of age in Central and Eastern Europe, which is still immature. Hard work lies ahead to set up structures to minimise corporate and reputational risk. Giving money is the easy bit."*  
Zdeněk Bakala



*"For think-tanks it is important to define the congruence of common interests with the corporate world, based on the belief that open channels with government are important, and that government makes informed choices and is held accountable. That is the common ground, looking for a move to public spiritedness, from social responsibility to civic responsibility."*  
Vita Terauda

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